

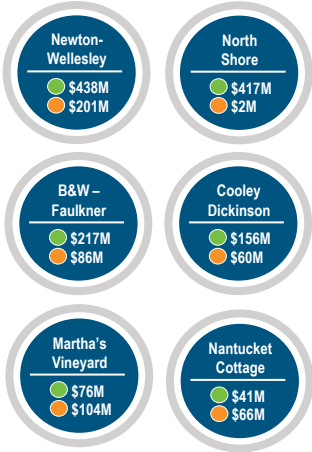
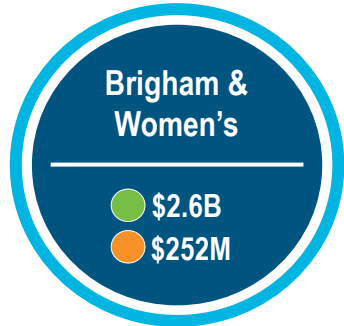
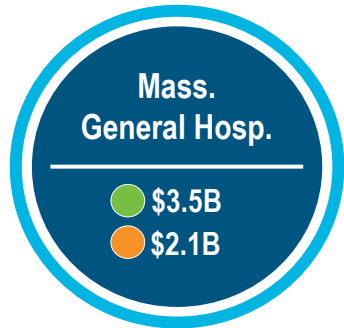
Fiscal Year 2015:

Partners HealthCare System

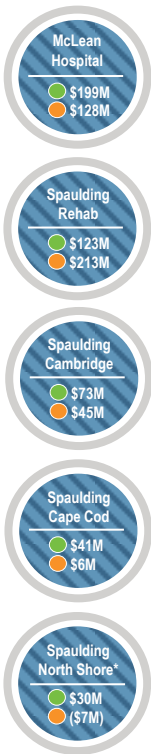
 **\$11.7 Billion**
Operating Revenue

 **\$6.1 Billion**
Net Assets

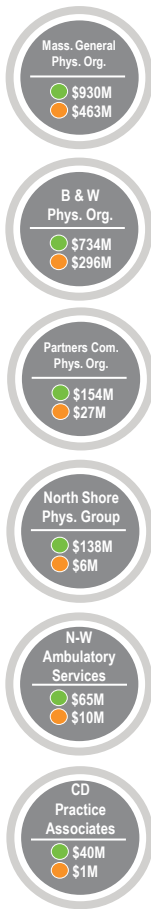
AH Acute Hospitals



NH Non-Acute Hospitals



PO Physician Organizations



HP Health Plans



OP Other Health Care Providers

Not applicable

OO Other Organizations

See the technical appendix for details



Consolidating Eliminations:  (\$1.1B)  (\$865M)

At a Glance

Partners HealthCare System, Inc. is an integrated organization that provides health care services throughout Massachusetts.

 **8**
Acute Hospitals

 **5**
Non-Acute Hospitals

66K
Employees
(Approximately)

\$1.7B
Annual Research
Revenue




(\$92M)
Total Profit/Loss

-0.8%
Total Margin

	Entity	Profit (Loss) in Millions	Total Margin
AH	Brigham & Women's Faulkner Hospital	\$1.0	0.4%
AH	Brigham & Women's Hospital	\$60.8	2.3%
AH	Cooley Dickinson Hospital	\$3.7	2.4%
AH	Martha's Vineyard Hospital	\$2.4	3.1%
AH	Massachusetts General Hospital	\$201.1	5.8%
AH	Nantucket Cottage Hospital	\$1.0	2.3%
AH	Newton-Wellesley Hospital	\$19.2	4.3%
AH	North Shore Medical Center	(\$36.0)	-8.6%
NH	McLean Hospital	\$3.0	1.5%
NH	Spaulding Cambridge	\$0.4	0.6%
NH	Spaulding Rehab	(\$9.1)	-7.4%
NH	Spaulding Cape Cod	\$3.0	7.2%
NH	Spaulding North Shore	(\$18.8)	-62.7%
PO	Brigham & Women's Physicians Org	(\$5.3)	-0.7%
PO	CD Practice Associates	(\$14.0)	-35.0%
PO	Mass. General Physicians Org.	\$11.4	1.2%
PO	N-W Ambulatory Services	(\$0.3)	-0.5%
PO	North Shore Physicians Group	(\$5.2)	-3.8%
PO	Partners Community Physicians Org	(\$8.9)	-5.8%
HP	Neighborhood Health Plan	(\$10.0)	-0.5%

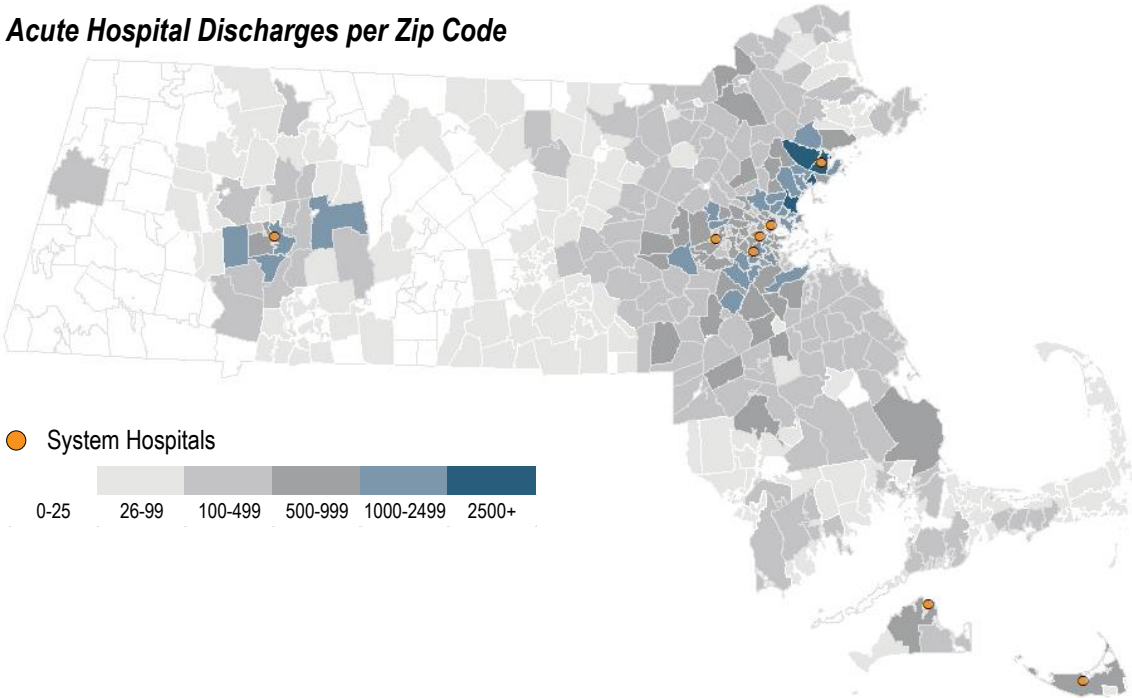
Notes

* Spaulding North Shore closed inpatient operations 7/31/2015

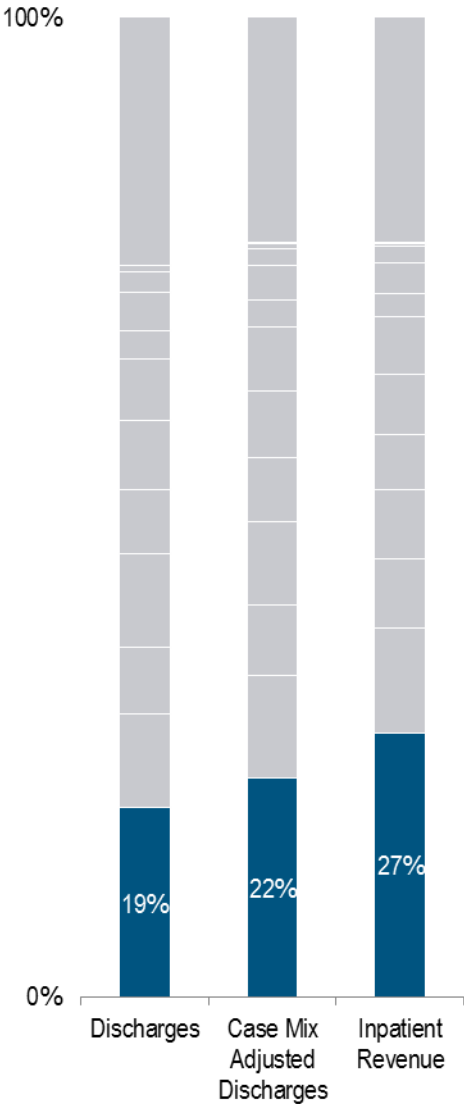
% of System's Operating Revenue:  < 10%  10-20%  > 20%

 Operating Revenue  Net Assets

AH Acute Hospital Discharges per Zip Code



AH System's Percentage of all Massachusetts Acute Hospital...



PO Physician Organization Alternative Payment Adoption

